

4 SEP 1984



ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM:

EXTENSION

NO.

DATE

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

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see phased retirement is highlighted. Would like to track low key since have some personal interest in idea & believe answer to our retired consultant & expertise loss problems.

7: your retention

SECRET

00 - FVT

Executive Registry

84- 8017

30 AUG 1984

DD/A Registry

84-0217/95

MEMORANDUM FOR: Director of Central Intelligence

FROM: James H. Taylor
Executive Director

SUBJECT: Excellence

1. Attached are the directorates' responses to your request for an update on the Excellence Campaign.

2. The directorates have done a good job. Most of the approved recommendations of the Excellence Task Force have been implemented. Those requiring longer-term analysis are still under active review. They concern:

-- creation of a phased retirement program, and

-- development of CIA retirement options beyond CIARDS and Civil Service.

• I will continue to monitor and report progress on them.

3. Judging from the attached responses, the excellence campaign has involved employees at all levels in generating new ideas and improving communication. It is not possible in a short memorandum to summarize adequately the amount and quality of actions and ideas reported by the directorates. To mention only a few:

-- an innovative suggestion from the S&T Directorate to allow employees to donate unused leave to the Public Service Aid Society (PSAS) fund for emergency use by others who run out of leave as a result of serious hardship;

-- the DI's creation of over a dozen analytic task forces to work on discreet problems and then disband;

-- a concerted drive in the DA to reduce paperwork and bureaucracy in the areas of supply operations, procurement, vehicles, facilities, claims, and property accounting; and

-- the DO's "town meeting" open to all (D/O) employees and hosted by the ADDO and the Chairman of the D/O Committee on Excellence. (A second meeting is scheduled for this fall.)

DCI
EXEC
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Downgrade to CONFIDENTIAL when
separated from attachments. ~~SECRET~~

4. Our task now is to keep alive the spirit that generates productive activity without bureaucratizing it. We need to foster a feeling of employee involvement in constantly seeking new and better ways to do our job. Managers must stay in close touch with their employees, encourage innovative suggestions and cooperative problem solving and, above all, listen and react positively to good ideas. We need to reward superior performance quickly and publically: with material benefits when possible, but also with a simple verbal recognition for a job well done.

5. But most importantly, it seems to me, our leaders need to share with all employees their conviction that the Agency's mission is crucial, that it requires the very best efforts of all of us, and that what we do must be done well. People respond with the best they have in them when they are convinced of the value of their cause. Sustaining that conviction among employees is the most important contribution Agency leadership can make.

✓ James H. Taylor

Attachments

Distribution:

Orig - Addressee w/att

1 - DDA w/att

1 - DDI w/att

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1 - ER w/DO att only

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JAL (29 August 1984)